

# United States Senate

WASHINGTON, DC 20510

June 11, 2019

## VIA ELECTRONIC DELIVERY

Mr. Steve Easterbrook  
Chief Executive Officer  
McDonald's Corporation  
110 N. Carpenter Street  
One McDonald's Plaza  
Chicago, IL 60607

Dear Mr. Easterbrook:

We write regarding efforts to address unsafe and intolerable work conditions within your company and your statement that “the McDonald’s system has always had an unyielding commitment to providing a safe and respectful work environment for all.” It is positive that the McDonald’s Corporation is working with RAINN to help develop updated company policies to create a safe and more respectful work environment. However, continued reports of workplace misconduct are unacceptable.

The McDonald’s Corporation must do more to combat workplace harassment, abuse and retaliation suffered by McDonald’s workers across the country. After carefully reviewing your public statements and documents, we remain troubled that the procedures, policies and activities outlined fall short of providing a safe and respectful work environment **for all** workers who wear the McDonald’s uniform. Since independently owned operations make up the vast majority of the over 14,000 McDonald’s locations across the U.S., it is imperative that the McDonald’s Corporation require all franchise locations to adopt the updated policies to guarantee that all workers will be covered by the new protections and support services.

Making this new policy a requirement of franchise agreements would be consistent with existing McDonald’s Corporation policy. McDonald’s already places enormous requirements on its franchisees, including down to granular tasks and food preparation techniques. These mandates are a way to ensure consistency across locations. Yet, when working to protect McDonald’s workers, you have chosen a different approach that settles on merely “encouraging” and “offering” new policies and resources to franchise operators. In doing so, the McDonald’s Corporation is sending the wrong message about its priorities and corporate values and undercutting its own efforts to address these problems.

To understand how the McDonald’s Corporation will implement its new policies and procedures, please provide us with specific answers to the following questions:

1. Why is the McDonald’s Corporation choosing to “encourage” or “offer” its new policies and procedures to franchisees, rather than **requiring** owner operators to update their own policies to better promote a workplace free of harassment and retaliation?

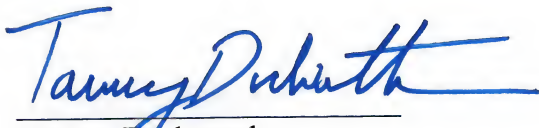
2. If an owner operator refuses to update internal policies and procedures to align with McDonald's Corporation's new policies, or fails to implement the new policies effectively, will that owner operator risk losing ownership of that location or be barred from purchasing future McDonald's franchises?
3. You have stated that over 90 percent of owner operators and general managers have completed the third party interactive training that the company recently launched. If an owner operator refuses to complete the training, will that owner operator risk losing ownership of that location or be barred from purchasing future McDonald's franchises?
4. In regard to promoting consistency with the McDonald's brand through franchise agreement requirements, does the McDonald's Corporation view an owner operator's failure to update and enforce policies and resources aimed at preventing and addressing workplace harassment or abuse as equivalent to an owner operator failing to follow the McDonald's Corporation food preparation policies?
5. Under the new anti-harassment policy, how will McDonald's Corporation investigate reports of unsafe work conditions, including harassment or abuse, at one of its owner operator locations and at its corporate locations?
6. You have alluded to your work engaging stakeholders such as owner operators, workers and the general public, in developing the updated workplace safety and harassment initiatives. What feedback did McDonald's receive on the question of whether owner operators should be required to meet the same standards with respect to anti-harassment measures as corporate store managers?
7. To date, what percentage of owner operators have committed to implementing the new educational training modules on harassment, unconscious bias and workplace safety, to be rolled out in August 2019?
8. To date, what percentage of owner operators have committed to making available to their workers the new third-party managed hotline?
9. Going forward, how will McDonald's evaluate whether new policies and resources, including the hotline, are effectively preventing and addressing workplace harassment, abuse and retaliation, in both corporate and franchise locations?
10. Going forward, does McDonald's plan to continue seeking stakeholder feedback regarding the effectiveness of your new policies and resources, including from workers at franchise locations? Will those engagements be public? Will McDonald's provide public summaries of the feedback you have received?

It is also important to see the specific documents you have publicly alluded to. To that end, please provide any documents McDonald's possesses that summarize the information obtained during listening sessions or conversations with stakeholders. Please also provide the poster you

have publicly mentioned, documents for the third-party facilitated and interactive training, your new educational modules on harassment, unconscious bias and workplace safety and any documents or materials you have provided to workers or owner-operators regarding the new, third-party managed hotline.

Owing to the importance of this issue, we respectfully request that you submit answers to our questions no later than Monday, June 25, 2019. Addressing this issue is paramount for workers across the country. The McDonald's Corporation must make every effort to guarantee a safe workplace for all workers who wear a McDonald's uniform. We expect your prompt reply to these questions, and look forward to continuing to work with you to advance the safety of workers.

Sincerely,



Tammy Duckworth  
United States Senator



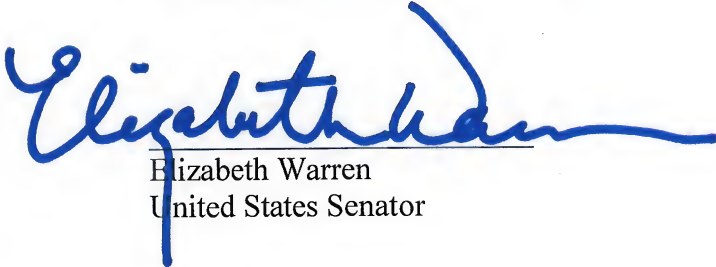
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